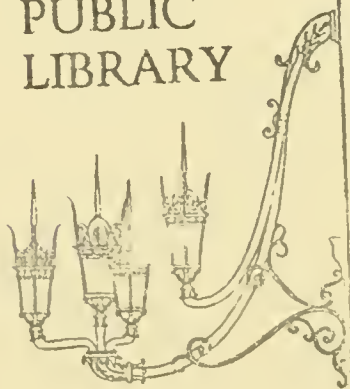


BRA

1305

BOSTON
PUBLIC
LIBRARY



REC
R A
305
✓

Larry B.

Presented to
BOSTON REDEVELOPMENT AUTHORITY
Library

CITY OF BOSTON
ANNUAL PROGRAM COMPLETION REPORT AND CERTIFICATE OF PROJECT COMPLETION
(CPA MA 01 06 1025 (A))
April 1, 1972 - June 30, 1973

Boston Redevelopment Authority
Boston, Mass.

August, 1973

P.A.
2
a.1

CITY OF BOSTON

ANNUAL PROGRAM COMPLETION REPORT AND CERTIFICATE OF PROJECT COMPLETION

(CPA MA 01 06 1025 (A))

April 1, 1972 - June 30, 1973

Submitted by the
Boston Redevelopment Authority
Robert T. Kenney, Director

In Compliance with Guidelines of
the Department of Housing and
Urban Development

August, 1973

The preparation of this report
was financed in part through a
Comprehensive Planning Grant
from the Department of Housing
and Urban Development under the
provisions of Section 701 of the
Housing Act of 1954, as amended.

TABLE OF CONTENTS

Transmittal Letter

Introduction

PART I

<u>Code 100</u>	Community Housing Development Program
100.1	Continuing Planning Process
100.2	Major Housing Issues
100.3	Community Housing Development Program Recommendations
100.3.1	Housing Needs
100.3.2	Neighborhood Environment
100.3.3	Action Programs
<u>Code 200</u>	Program Development, Management and Budgeting
200.1	Development and Analysis of Bicentennial Programs
<u>Code 300</u>	Community Facilities Planning and Programming
300.1	Olmsted Park System
300.2	Historic Parks Planning
<u>Code 400</u>	Community Appearance and Environmental Improvements Planning
400.1	Communication of Information in the Urban Environment
<u>Code 500</u>	Historic Preservation Planning
500.1	Third-Year Historic Preservation Planning Program

Appendices:

- I. Fostering Equal Opportunity
- II. Eliminating Effects of Past Discrimination
- III. Outstanding Achievements
- IV. HUD Forms - 6720
6722
Final Balance Sheet

ATTACHMENTS

NST with report and
received by 1972

Attachment

- A Monthly District Planning Activities Report - January - June 1973
- B Toward a Housing Policy for the City of Boston - June, 1973
- C Boston State Hospital - An Interim Report - June, 1973
- D Dorchester Bay Study - March, 1973
- E Evaluation of the Back of the Hill Development Proposal, March 1973
- F Reconnaissance Report of the Subsidized Housing Study - Dec. 1972
- G Guide to the Use of the Real Estate Financial Model REFAM - Oct. 1972
- H New Housing Production in Boston - April, 1973
- I Urban Design Guidelines - June, 1973
- J Dorchester Bay Study - Pilot Studies - June, 1973
- K City-Wide Commercial Nodes Study - June, 1973
- L Commercial Nodes - Mattapan Square, January, 1973
- M Toward District Housing Policies - An Interim Report:
Preliminary Housing Policies for East Boston, South Boston, and
Washington Park-Model Cities - March, 1973
- N West Roxbury District Housing Policies - June, 1973
- O Mattapan-Franklin Housing Policy - June, 1973
- P Dorchester District Plan--Housing Policies Section, June, 1973
- Q Master Plan Boston 200. - February, 1973
- R Study Direction and Management - September, 1972
- S Olmsted Park System - Background Information, Sept. 1972 - Feb. 1973
- T Preliminary Impact Evaluation - Franklin Park Zoo - November, 1972
- U An Alternative Parking System for the Franklin Park Zoo - June, 1973

Attachment

V Columbia Road Bikeway Study - June, 1973

W Jamaica Plain - Mission Hill Parks Study - February, 1973

X "A Restoration Program for Boston's Park System" - A Proposal,
June 1973

Y Material Prepared by MAPC for the BRA - May, 1973

Z A Rehabilitation Program for Boston's Historic Parks - A Proposal for
Assistance Under the Bicentennial Program - June, 1973

AA The Rehabilitation of the Boston Common and Public Gardens - Aug. 1972

BB Boston Common and Public Gardens Study - Proposed Scope of Work,
June, 1972

CC Recommendations for Capital Improvements - For Boston Common and
Public Gardens - May, 1973

DD Application for Assistance - Bureau of Outdoor Recreation - May, 1973

EE Historic Preservation: Surveys and Evaluation - Spring-Summer, 1973

FF Historic Preservation Program Preparation - June, 1973

GG Map: Land Use Adjacent to the Olmsted Park System - (Slide) -
Sept. 1972

HH Map: Downtown Study/Bedford - Summer Street Area (Slide) - March 1973

II Map: Bicentennial/Sites and Areas of Interest (Slide) - Winter 1973

JJ Beech Street Area Study - June, 1973

TRANSMITTAL LETTER

Boston Redevelopment Authority

Robert T. Kenney / Director

City Hall
Room 900, 1 City Hall Square
Boston, Massachusetts 02201
Telephone (617) 722-4300

SEP 20 1973

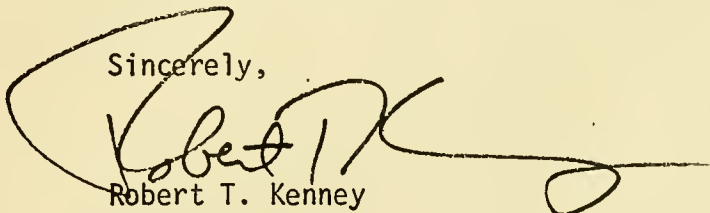
M. Daniel Richardson, Jr.
Area Director
Department of Housing and Urban Development
15 New Chardon Street
Boston, Massachusetts 02114

Dear Mr. Richardson:

In accordance with requirements of the Department of Housing and Urban Development for Comprehensive Planning Assistance Programs, I am submitting herewith the Annual Program Completion Report and Certificate of Project Completion (CPA MA 01 06 1025(A)).

In my opinion, the work which has been carried out under this program has been most beneficial to the Authority, and I look forward to continuing Comprehensive Planning Assistance Programs with HUD's assistance and cooperation.

Sincerely,



Robert T. Kenney
Director

INTRODUCTION

INTRODUCTION

During the program year, the Boston Redevelopment Authority staff undertook and completed the following activities in connection with the City of Boston's Comprehensive Planning Assistance Program:

1. Community Housing Development Program
2. Program Development, Management and Budgeting
3. Community Facilities Planning and Programming
4. Community Appearance and Environmental Improvements Planning
5. Historic Preservation Planning

As part of the Community Housing Development Program section, housing needs were determined, existing programs evaluated and initial efforts were directed toward developing future housing policies with the assistance of the District Planning staff operating at the neighborhood level.

Furthering the City's plans for the Bicentennial celebrations in 1975 and 1976 was achieved under the scope of work completed for the Program Development, Management and Budgeting section. The resulting work products have been comprehensive reports on visitor projection, a transportation and traffic plan, a preliminary draft of a master plan for the Bicentennial, an evaluation system for proposals, and a management information system.

The Community Facilities Planning and Programming section of the Comprehensive Planning Assistance Program concentrated on developing plans for the Olmsted Park System and other historic parks within the City. Because of the time constraint imposed by the Bicentennial, it was decided that a major portion of the planning program for the restoration of the Olmsted Park System would be carried out by a consultant, but with considerable staff input by the Authority's staff.

The Authority's Historic Parks Planning Program included an inventory of historic parks and a special study of the Boston Common and Public Garden.

Efforts towards better communication of information concerning activities to be included as part of the City's Bicentennial celebration were undertaken as the major portion of the Community Appearance and Environmental Improvements Planning Section.

The Third Year Preservation Planning Program was the work item completed in the historic preservation planning section. This effort adopted the goals of earlier preservation planning grants and continued the research and planning elements of the first and second year programs including surveys, evaluation, and program preparation work items.

CODE 100 - COMMUNITY HOUSING DEVELOPMENT PROGRAM

Boston has emerged in the early 1970's as a City which is undergoing significant changes. The loss of manufacturing jobs in the 1950's has been offset by new service industries which has brought a large flow of upgraded jobs to Boston. The population loss of the 1950's, which was retarded in the 1960's, may now be reversing itself, as young adults and childless households move in. The revitalization of the inner City neighborhoods, which began with so much clearance in the 1960's, has reached the stage of rebuilding.

Along with these economic and demographic changes, the City's housing environment has undergone considerable change. Some of the change has been negative, such as deterioration of aged housing and abandonment. However, change such as the emergence of condominium type of homeownership hold great promise for the City.

The impoundment of housing-directed funds will also have very significant impact on Boston's housing situation. On the one hand the moratorium sharply curtails efforts aimed at both upgrading the housing stock and expanding the supply of low and moderate income housing. On the other hand it provides the opportunity to re-evaluate the Federal policies and programs of the past; some of these, most notably subsidized housing production, deserve serious rethinking.

While changes are occurring on both the supply and demand sides of the City's housing market, too often the City's response has been to use existing and potentially useful tools or strategies (i.e., zoning, code enforcement and tax policy); or new tools (i.e., rent control) without sufficient consideration to impact. A new housing policy is needed which redefines these tools in order to stimulate the private market by encouraging owners, tenants, and lenders to do their part in maintaining and improving Boston's housing and which allows planning to be responsive to the overall needs of Boston's neighborhoods.

CODE 100.1 CONTINUING PLANNING PROCESS

A major undertaking during the program year has been the development of a continuing planning process responsive to needs of Boston's neighborhoods (in conjunction with the Mayor's Office and the Little City Hall Program). This process has afforded district planners frequent contacts with community leaders and groups and has permitted the staff to increase assistance to the City's neighborhoods.

MAJOR WORK ELEMENTS

Work Element 1: Improved Communications Between Neighborhoods and the City

Through the District Planning Program, a comprehensive planning program is in the process of being established in each of the fifteen planning districts of the City. Currently, ten planners with support staff are assigned to these districts.

In cooperation with the seventeen Little City Halls, each district planner has worked closely with community residents to formulate plans affecting respective neighborhoods and has served as an information source to community individuals through periodic meetings for disseminating BRA information, report findings, research, etc.

In order to monitor the communication process more effectively and to provide a vehicle for disseminating information concerning progress being made in the District Planning Program, a reporting system of Monthly District Planning Activities Reports was initiated in January, 1973. (See Attachment A - Monthly District Planning Activities Report.) These reports indicate the nature, scope and status of neighborhood planning studies in progress, staff contacts with Little City Halls and community groups, and current community issues. The preparation of these reports began midway through the program year.

Work Element 2: Provide Technical Assistance to the Neighborhoods in
Formulating Community Objectives and Priorities

During the program year, the District Planning staff has provided technical advice and information to both community individuals and groups. Major topics of interest to neighborhood groups have included utilization of vacant land, upgrading commercial areas, and reuse of waterfront areas to revitalize nearby housing. District planners have completed studies and met with community groups to discuss these topics. (See Attachments C,D,E & JJ as examples of these studies.)

Community requests for technical assistance have also come in the form of questions concerning zoning variances, neighborhood improvements such as housing beautification, street lighting, parking lot upgrading and traffic changes. A number of community groups are also working closely with the District Planning staff in carrying out short and long-range master planning activities for respective districts. A current example of this effort is the Dorchester Master Plan, for which a preliminary draft is nearing completion.

MAJOR WORK PRODUCTS

Work Element 1:

Monthly District Planning Activities Report: January - June, 1973

Work Element 2:

(Examples)

Boston State Hospital - An Interim Report, March 1973

Dorchester Bay Study - March 1973

Evaluation of the Back of the Hill Development Proposal, March 1973

Beech Street Area Study - June, 1973

During the program year a series of technical studies on specific housing issues have been completed. While these studies are included in the draft report, see Attachment B - Toward a Housing Policy for the City of Boston, each study is described as work items below.

MAJOR WORK ELEMENTS

Work Item 1. Subsidized Housing Projects in Boston

The programs of the Federal government to subsidize multi-family rental housing under Section 221(d)(3) and 236 of the National Housing Act have succeeded in stimulating production of low-moderate-income housing units both in Boston and in the nation as a whole.

However, it has been estimated by the National Corporation of the Housing Partnership's Task Force on Housing Management that in ten years approximately 10% of Section 236 units built will be in serious financial difficulty. In Boston there is concern over the present condition and prospects for the future of subsidized multi-family rental housing.

To fully analyze the problems of subsidized housing projects in the Boston Metropolitan area, a study is underway by the Boston Urban Observatory (BUO) and the Boston Redevelopment Authority.* The study has four components:

- 1) Inventory of subsidized housing projects and identification of financial problems;
- 2) Analysis of financial statements from a sample of subsidized housing projects;
- 3) Interview of managers and owners in sampled subsidized housing projects to identify causes of financial problems; and

* A specific contract with the BUO for a portion of the study was funded under the Community Renewal Program. In addition, an extensive amount of BRA staff time, supported by "701" funds, has been devoted to supervision and consultation for the study.

- 4) Survey of tenants to determine quality of housing services provided in these developments.

The initial report is the Reconnaissance Report of the Subsidized Housing Study (See Attachment F). The following are examples of the findings of this report.

- 1) 76% of the completed subsidized housing units in the Boston SMSA are located in Boston; only 23% of SMSA population resides in Boston.
- 2) Virtually all of the rehabilitated units in the SMSA are in Boston.
- 3) 50% of all subsidized units in Boston are owned by six sponsors.
- 4) Approximately 1/3 of completed subsidized units are in projects with financial problems (e.g., with mortgage default; mortgage assignment or mortgage foreclosure), concentrated in the inner City.
- 5) The recent 18-month moratorium declared by HUD casts doubt on the future completion of at least 9,000 units which are under construction, considered feasible by HUD, or in early stages of processing at FHA and MHFA.

The final report for the completed study will be finished soon.

Work Item 2. Current and Recommended City Policies as They Relate to the Existing Housing Stock of Boston

Most of Boston's housing supply is found in relatively small and aging structures. About 70% of the City's housing stock is in satisfactory condition; another 25% requires substantial fix-up; 4% merits gut rehabilitation; and 1% requires demolition.

Because of this deterioration in the existing housing supply, a major focus of the housing program development effort has been in this direction. A detailed survey of housing conditions, existing housing policies and departmental programs was undertaken. Findings and recommendations from this survey are found in the draft report, Toward a Housing Policy for the City of Boston, Chapter III (See Attachment B).

Work Item 3. A Review of the Development Process and Related Tools, Including Housing Development Corporations

There is a large need for new construction in Boston; however, the development process is complex. Land must be assembled and purchased, project design must be in accord with planning and marketing factors, financing must be obtained, and approvals at City, State, and Federal levels often must be obtained. To expedite this housing development process, an initial analysis was made of the pros and cons of specific development components such as eminent domain, city bonding capacity, zoning, tax policy, rent control, and the feasibility of an urban development corporation and development ombudsman (See Attachment B, Toward a Housing Policy for the City of Boston, Chapter IV).

Work Item 4. Computer Model for Testing the Economic Feasibility of Housing Projects

A large number of variables are involved in determining the economic feasibility of a particular housing project (e.g., land cost, construction cost, mortgage amount, financing rate, real estate tax, etc.). These same variables are essential in determining reasonable rents and the ability of the City to reduce rents to make a project suitable for a particular group. In order to perform this type of analysis with speed and precision a computer model has been developed during the program year. This model is currently being used to test the feasibility of particular projects, to evaluate the impact of alternative housing packages on the City, and to arrive at land use decisions.

The computer program developed can be used by the BRA staff without extensive training sessions. A guidebook to use the model is found in Attachment G (Guide to the Use of the Real Estate Financial Analysis Model REFAM).

Work Item 5. Computerized List of New Housing Production in Boston, Past and Present

During the program year a computer program has been developed to provide a list of past and present residential projects in the City. This program also

includes a process for updating this project list. (see Attachment H, New Housing Production in Boston, April, 1973, for an example of this listing).

MAJOR WORK PRODUCTS

Work Item 1

Reconnaissance Report of the Subsidized Housing Study, December 1972

Work Item 2

Toward a Housing Policy for the City of Boston (Chapter III), June 1973

Work Item 3

Toward a Housing Policy for the City of Boston (Chapter IV), June 1973

Work Item 4

Guide to the Use of the Real Estate Financial Analysis Model REFAM,
October 1972

Work Item 5

New Housing Production in Boston, April 1973

CODE 100.3 COMMUNITY HOUSING DEVELOPMENT PROGRAM RECOMMENDATIONS

During the program year, three major elements were undertaken in the preparation of the Community Housing Development Program.

1. Housing Needs

This study was undertaken to determine the nature and size of existing and expected housing problems by neighborhoods.

2. Neighborhood Environment

This study included analysis and evaluation of the environmental qualities of the City's neighborhoods in formulating community housing development programs that are related to other social and physical concerns within each neighborhood.

3. Action Programs

This study was carried out in two phases. The first was the preparation of housing development strategies to achieve the objectives established for each neighborhood; the second was the identification of appropriate implementation mechanisms to be used to fulfill different housing development strategies.

MAJOR WORK ITEMS-

Work Item 1. Population Characteristics

During the program year, the changes in composition of Boston's population and characteristics of its current population were analyzed. The findings of this analysis have shown the dramatic changes in Boston's age, sex and racial profiles and are found in Attachment B, Toward a Housing Policy for the City of Boston, Chapter II. A summary of these findings are described below.

a. Gross Population Trends

From 1950 to 1970 Boston lost approximately 150,000 people--100,000 in the first decade, and 50,000 in the 1960's. However, a City-wide net population increase is expected during the 1970's.

b. Trends in Age Composition

From 1950 to 1970 the younger (18 to 24 year old) and the older (over 65 years old) age groups have increased disproportionately as a proportion of the total City population, while the 30 to 64 year old age group has become proportionally smaller.

c. Trends in Racial Composition

While the City's total population has been decreasing since 1950, non-white population has nearly tripled. The City's geographic distribution of the non-white population has also changed dramatically, and the speed of this transition has had serious consequences in several parts of the City.

d. Trends in Household Characteristics

Since 1960 the proportion of the City's population living in families has decreased significantly and a dramatic increase in the number of unrelated persons has occurred.

During the 1960's, income level of Boston's households, considered in constant dollars, have risen--to \$8,846 in 1970. However, approximately 17% of all households in 1970 were still below the poverty level.

Work Item 2. Housing Needs by Population Group

During the program year the housing needs of the low-moderate income, middle-upper income and elderly populations have been analyzed (See Attachment B, Toward a Housing Policy for the City of Boston, Chapters IV, V, VI). The following is a summary of the findings of this effort.

a. Low and Moderate Income Population

This population group face two major housing problems: (1) occupancy of units of poor quality and (2) payment of a large proportion of income on rent. Many low and moderate income households occupy housing units where the estimated average per unit fix-up cost is approximately \$2,000 (City-wide average per unit cost of upgrading to code standards is approximately \$1,250); yet as many as 90% of those families with incomes under \$5,000 already spend more than 25% of their incomes on rent, with 74% spending more than 35%.

While the need of a large proportion of the City's households is for low cost units, the housing stock is largely composed of middle cost units. It has been estimated that there is a shortage of approximately 21,000 units which rent at prices appropriate for the City's low and moderate income households. The shortage does not necessarily indicate a need for new units, but rather for the income to maintain the units which low and moderate income households now occupy.

Strategies to satisfy this need have considered the limited resources which are available for housing assistance, the high costs of new construction, and the valuable resources in the existing deteriorated housing stock.

b. The Elderly

The elderly, most of whom depend upon small, fixed incomes, comprise a significant proportion of the City's population and homeowners. A target elderly population (65 years old or more) has been identified as between 9,500 and 14,000 households for new or converted units. Most of this population are renters who are paying an extremely high proportion of their incomes on

rent. The remainder are low income homeowners and those living in dependent situations, who are expected to be attracted to new publicly-assisted housing.

c. Middle and Upper Income Population

A potential demand for 15,000 to 26,000 units of new middle and upper income housing has been identified for the Core Area for the next decade. There are currently 3,500 such units in the planned or proposed stages, 85% of which will be in the downtown Core; another 16,000 units are in the tentative stages of planning, 80% of which are aimed at the Core. If a more intense form of urban development is deemed appropriate for Boston's future, concerted public effort will be needed to encourage and guide this development.

Work Item 3. Housing Characteristics by Neighborhood

During the program year, analyses of housing characteristics for Boston and its neighborhoods have been made (See Attachment B, Toward a Housing Policy for the City of Boston, Chapter III). A summary of findings of this effort is outlined below:

- a. A large part of Boston's housing stock is in good condition.
 - 31% can be brought up to code standards at a per unit average fix-up of \$250.
 - 39% can be brought into compliance at a per unit cost of \$750.
 - 24% require an average of \$2,000 per unit fix-up expenditure.
 - 4% require an average of \$8,000 per unit gut rehabilitation.
 - 1% should be demolished.

b. On the basis of these estimates, it would cost the private sector approximately \$291.7 million (an average of \$1,250 per unit) to bring all units up to code standard.

Work Item 4. Housing Strategies

During the program year, guidelines have been drafted to develop strategies aimed at improving the existing housing stock (See Attachment B,

Toward a Housing Policy for the City of Boston, Chapter III). These guidelines are summarized below:

- a. The dwelling unit should be preserved in developing policies affecting cash flow.
- b. Home ownership should be encouraged.
- c. Deteriorating residential structures should be upgraded.
- d. Resource allocation should promote tenants' economic bargaining power.
- e. Public resources should be invested in areas where the most investment by the private sector will be stimulated.
- f. The housing policy formulation process should involve all participating agencies.

MAJOR WORK PRODUCTS

Work Item 1

Toward a Housing Policy for the City of Boston (Chapter II), June 1973

Work Item 2

Toward a Housing Policy for the City of Boston (Chapters IV, V, VI), June 1973

Work Item 3

Toward a Housing Policy for the City of Boston (Chapter III), June 1973

Work Item 4

Toward a Housing Policy for the City of Boston (Chapter III), June 1973

CODE 100.3.2 NEIGHBORHOOD ENVIRONMENT

During the program year, a number of studies have been undertaken to evaluate the environmental qualities of the City's neighborhoods. A portion of this effort has focused on "pilot" approaches to determine the environmental quality of residential and commercial areas, and to develop design criteria which can be applied in more than one neighborhood.

Specific neighborhood environmental aspects investigated during the first year are included in the following work items.

MAJOR WORK ITEMS

Work Item 1. Physical Structure of Neighborhoods

The Authority's Urban Design Department has identified the land use components of neighborhoods to assist individuals and groups making development decisions (See Attachment I, Urban Design Guidelines). These components are useful to improve environmental quality at a neighborhood level, if utilized by the prospective developer (and his architect) making housing and other development decisions.

Two pilot studies were developed to demonstrate design interrelationships of land use types, and to identify community resident and visitor perceptions of the City's physical environment. The first study, Dorchester Bay - Design Guidelines (see Attachment J), develops general principles for evaluating the impact of new development on the Dorchester Bay area of the city. The second study, Dorchester Bay - Visual Analysis (See Attachment J), discusses perceptions of Dorchester's physical environment by area residents and visitors.

Work Item 2. Quality of Non-Residential Environment

Establishment of new housing in the City has led to a program for improving neighborhood commercial areas, the focal points of neighborhoods.

During the program year, a general investigation by the BRA of the City's commercial nodes resulted in a report entitled City-Wide Commercial Nodes Study (See Attachment K). This report recommends general solutions or guidelines for improving commercial areas and for lessening any negative impact these areas may have on surrounding residential locales.

To demonstrate these guidelines or general solutions, a pilot study was completed for Mattapan Square, one of the City's commercial nodes. (See Attachment L, Commercial Nodes - Mattapan Square). This study also served to respond to the community's need for technical assistance.

MAJOR WORK PRODUCTS

Work Item 1

Urban Design Guidelines, June 1973

Dorchester Bay Study - Pilot Studies - June 1973

Work Item 2

City-Wide Commercial Nodes Study, June 1973

Commercial Nodes - Mattapan Square, January 1973

CODE 100.3.3 ACTION PROGRAMS

The study of Boston's housing problems and needs has led to the formulation of housing development and implementation strategies. These will be published in two sections, one dealing with housing tools and policy implementation and a second presenting housing policies for each of the City's fifteen planning districts.

MAJOR WORK ITEMS

Work Item 1. Housing Tools and Policy Implementation

This study, which is directed towards city-wide approaches to improving existing housing and to stimulating new housing development (See Attachment B, Toward a Housing Policy for the City of Boston), is currently being circulated for comment to several City housing agencies and officials. A summary of the study's implementation strategies are found below:

a. Improvements to Existing Housing Stock

This implementation strategy recommends methods for encouraging mortgage and improvement financing including a new loan guarantee program and replacement for Sections 312 and 115 loans. Other recommended tools include: setting priority code enforcement areas, developing a neighborhood housing services organization, modifying tax and rent control policy, and developing a housing information sharing system.

b. Stimulation of New Housing Development

This implementation strategy discusses such mechanisms as establishment of a new system of incentive zoning, a development agency with bonding authority, a new condominium unit tax and rent board policy, and a City Urban Development Corporation.

c. Aid for Special Population Groups

Special implementation strategies have been developed for two groups:

- The Low and Moderate Income Population. The strategy for this group emphasizes support programs to aid "demanders", such as a housing allowance program tied to housing fix-up.
- The Elderly. The strategy for the elderly emphasizes the conversion of units and new construction utilizing a variety of approaches including public housing, subsidized housing and private development.

Work Item 2. Housing Policies by Neighborhood

During the program year, initial housing policy reports were completed for eight districts, which were representative of the various types of communities in Boston (See Attachments M, N, O, P: Toward District Housing Policies - An Interim Report; West Roxbury District Housing Policies; Mattapan-Franklin Housing Policy; Dorchester District Plan - Housing Policies Section). These preliminary district policy statements identify the magnitude of housing problems and needs, and propose strategies based on what the City can realistically do.

MAJOR WORK PRODUCTS

Work Item 1

Toward A Housing Policy for the City of Boston (Chapters IV, V, VI), June 1973

Work Item 2

Toward District Housing Policies - An Interim Report, March 1973

West Roxbury District Housing Policies, June 1973

Mattapan-Franklin Housing Policy, June 1973

Dorchester District Plan - Housing Policies Section, June 1973

CODE 200 - PROGRAM DEVELOPMENT, MANAGEMENT AND BUDGETING

CODE 200.0 PROGRAM DEVELOPMENT, MANAGEMENT AND BUDGETING

During the program year the Boston Redevelopment Authority in its capacity as the City's Planning Agency has assisted the Mayor's Office in the development, management and budgeting of new and continuing programs. Specifically, the BRA has provided assistance in evaluating and coordinating plans for major new developments and programs relating to the upcoming national Bicentennial celebration.

The following Section, Code 200.1, describes Authority activities in developing and analyzing Bicentennial Programs.

CODE 200.1 DEVELOPMENT AND ANALYSIS OF BICENTENNIAL PROGRAMS

The celebration of the Bicentennial in 1975 and 1976 offers all Americans an unprecedented opportunity to evaluate the country's past achievements, to consider the problems and opportunities presently confronting us, and to reflect upon our aspirations for the future.

In November, 1972, the Office of the Boston Bicentennial (OBB) was created by Mayor Kevin White to coordinate the efforts of all city departments, private institutions, businesses, and individuals in Boston's celebration of the 200th Anniversary of the American Revolution.

The theme of Boston's Bicentennial is "The City." Boston 200 is the name chosen for the programs sponsored and coordinated by the OBB.

Each of the Boston 200 programs is designed around a different aspect of city life. The purpose behind all of them is twofold: to direct attention to what already exists in Boston and to significantly improve and expand those resources so that the good life will become accessible to even greater numbers of people. Recognizing that any Bicentennial effort must be designed with Boston's residents and the city's future in mind, the OBB has planned programs whose implementation will provide permanent benefits to the city.

During the program year, the Boston Redevelopment Authority, in its capacity as the City's Planning Board has assisted the Mayor's Office in evaluating and coordinating these programs.

The Objectives of this work effort were:

1. To advise the Mayor on the impact the proposed Bicentennial programs will have on the City.
2. To recommend new programs and modifications of existing proposals to contribute to achievement of the City's goals.
3. To develop a city-wide Bicentennial plan which will serve as a guide to the Mayor's Office in allocating the resources available to the City, as well as a means to coordinate various private, semi-public, and public contributions.

These objectives have been met and programs, procedures, and communication methods are all underway.

MAJOR WORK ITEMS

A comprehensive report on Visitor Projection during the Bicentennial Celebration has been prepared as an in-house guide to provide interested parties with a comprehensive and detailed view of visitor impact in Boston during the Bicentennial years. Included in the report are projections of numbers of persons, their state of origin, distribution by month, average daily estimates and commercial accommodations requirements.

A 150-page transportation and traffic plan has been developed which details interrelationships of routes and public transportation methods available. It further proposes the establishment of "Gateway Centers," to alleviate heavy private vehicular traffic into the City. This plan also establishes specific mini-bus routes in and around the City to provide visitors with better access to points of interest while transporting them to and from pick-up and drop-off points at the "Gateway Centers."

The development of a preliminary draft of a Master Plan for Boston's Bicentennial has been completed. The Master Plan includes project descriptions, sponsoring organizations and cost breakdown for implementation of the goals set forth in this plan. The document will also serve as the preliminary instrument to inform Federal agencies and national foundations of Boston's Plans for the Bicentennial. (See Attachment Q, Master Plan Boston 200)

An evaluation system for proposals has been established including the formulation of a proposal Review Board to evaluate the selection, participation, and licensing of non-profit corporations in the program.

The development of a Management Information System has been accomplished and is currently being utilized. The system consists of several components such as Financial Reporting, Events Scheduling and Project Management.

Over two hundred historic, cultural, and educational institutions in Metropolitan Boston were contacted to coordinate overall planning for the Bicentennial. The results were extremely satisfactory: nine Task Forces, consisting of interested leaders from various institutions, have been operating since January. Each Task Force has concentrated on one subject area and is pushing forward to implement an "open-door" policy across the city involving all residents and visitors. The Task Force areas are: Religion, Education, Literature, Medicine, History, Visual Arts, Military, Finance and Commerce, and Law.

A major program, "Citygame", has been developed, which has entailed various historic, cultural, and educational institutions in the formulation of over fifteen new Freedom-type Trails to show off the rich heritage of Boston. A program of historic markers to identify crucial buildings and sites is being developed.

An integrated "Calendar" to collect data on all events of historic, cultural, and educational importance has been implemented. This calendar will be made available to the general public and will be used to encourage appropriate scheduling by all institutions.

MAJOR WORK PRODUCTS

Master Plan, Boston 200, February 1973

CODE 300 - COMMUNITY FACILITIES PLANNING AND PROGRAMMING

CODE 300.0 COMMUNITY FACILITIES PLANNING AND PROGRAMMING

Much of Boston's history is involved with its parks and open space. Because of the age of the city's parks and historic cemeteries, many of these areas have deteriorated and some are almost forgotten.

Boston's major park system, designed over 100 years ago by Frederic Law Olmsted, is also in need of considerable planning efforts to program improvements and rehabilitation. The original plan was never fully implemented. Increases in traffic and changing recreational demands have reduced the usefulness and utilization of this park system, which in its prime was one of the City's greatest assets.

The coming Prologue and Bicentennial years make this an extremely opportune time to begin to examine Boston's parks and open space and to make plans to fully develop their historic, cultural and recreation potentials.

The following sections describe the efforts of the BRA Staff on these subjects during the program year.

CODE 300.1 OLMSTED PARK SYSTEM

During the program year, a plan and program was developed for restoration of the Olmsted Park System, which might be initiated and substantially implemented through the proposed Bicentennial Parks Program.

Because of the time constraint imposed by the Bicentennial, it was decided that a major portion of the planning program would be done by a consultant but with considerable staff input by BRA, including the preparation of the final plan and capital improvements program. To date, BRA staff involvement in the Olmsted Park System Study has been in three areas: study direction and management, preparation of background and support materials for the study; and responsibility for special studies and proposals.

MAJOR WORK ITEMS

Work Item 1. Study Direction and Management

BRA staff prepared a proposal brochure for the purpose of generating public and private interest in a planning effort and a park restoration program (See Attachment R, Study Direction and Management). Included in this brochure was an architectural and historic survey of the park system (researched under a previous HUD grant), a proposal for restoration, and an outline for a planning and design study (later, revised and incorporated into the contract between BRA and its consultant).

In order to provide continued direction to the study, an interdisciplinary team of BRA staff from the transportation planning, landscape, and environmental planning divisions was assembled. This team met weekly or bi-weekly with the Consultants to review work progress and reports, and to offer assistance in developing the restoration program. This team also suggested the format and content of the consultant's final report.

Work Item 2. Background Information

BRA staff prepared background and support materials necessary to the study (See Attachment S, Olmsted Park System - Background Information).

These materials included:

1. A status report on all housing proposals within 1/2 mile of the Olmsted Park System.
2. A preliminary evaluation of the potential impact of the Roxbury Tenants of Harvard's--800 housing unit proposal adjacent to the Riverway--on the park.
3. Maintenance expenditures for the park.

BRA staff effort also was used for the preparation of base maps at 100 scale for the entire park system, for completing a park users survey, and for completing a Land Use Map of areas adjacent to the park system (see attachment GG).

Work Item 3. Special Studies and Proposals

A number of special studies were completed which related to the Olmsted Park System as follow:

1. Franklin Park Zoo. Current proposals for a major new exhibit structure and a parking structure in conjunction with the Franklin Park Zoo were seen to have a potentially significant impact on the Olmsted Park System. Thus, BRA staff assumed responsibility for two studies--one evaluating the visual impact of the structures on Franklin Park (see Attachment T) and the second investigating alternative locations, for a parking structure outside the park system. (See Attachment U)
2. Columbia Road Bikeway Study. BRA landscape staff investigated the possibility of developing a bikeway system and improving the visual quality of Columbia Road--intended by Olmsted as the connecting link between Franklin Park and the South Boston beaches, but never fully developed as a parkway. (See Attachment V)

3. Jamaica Plain/Mission Hill Parks Study. In conjunction with the BRA's District Planning Program, BRA staff also undertook an open space and park study of the Jamaica Plain-Mission Hill neighborhood (see Attachment W). Jamaica Plain-Mission Hill, having few existing local recreational facilities within its boundaries, is the neighborhood most likely to be exerting pressure for the introduction of active recreation facilities within the Olmsted Park System. The study therefore investigated possible new sites for open space and recreational use within the neighborhood.
4. A Restoration Program for Boston's Park System (See Attachment X)

MAJOR WORK PRODUCTS

A copy of sample memoranda and the "Interim Report of Findings" prepared by the consultant have been included in order to show the breadth of the study which the BRA managed and assisted. (See Attachment Y) These memoranda and report are not offered as work products of this Comprehensive Planning Assistance Grant. The following materials are submitted as evidence of work completed by BRA staff in conjunction with this work product:

Written Memoranda, Reports, etc.

A. Study Direction & Management

1. Informal Brochure on Olmsted Park System--Including Study Outline, September 1972
2. Contract with the Metropolitan Area Planning Council (MAPC), September, 1972
3. Index of BRA Materials--prepared for use by MAPC, September, 1972
4. Proposal for a Project Advisory Committee, October, 1972
5. Comments on Preliminary MAPC Reports on the Olmsted Park System, Jan. 1973
6. Interim Report on Findings--Suggested Outline, April, 1973

B. Background Information

1. Proposed Residential Projects within 1/2 Mile Service Area of the Olmsted Park System, Sept. 1972

2. Roxbury Tenants of Harvard Housing Proposal, Sept. 1972
3. Maintenance Expenditures in the Olmsted Park System, Feb. 1973
4. Land Use Adjacent to Olmsted Park System (Map), Sept. 1972

C. Special Studies & Proposals

1. Preliminary Impact Evaluation--Franklin Park Zoo--Nov. 1972
2. An Alternative Parking System for the Franklin Park Zoo, June, 1973
3. Columbia Roadway Bikeway Study - June 1973
4. Jamaica Plain-Mission Hill Parks Study, Feb. 1973
5. "A Restoration Program for Boston's Park System"--a proposal, June 1973

In recent years, local facilities primarily used for active recreation have received most of the open space capital improvement funding. Community sentiment has supported this emphasis on basketball courts and tot lots rather than on passive local parks and conservation areas. Beginning in 1972, two circumstances tended to suggest that changes in this priority was needed. First, Park Department efforts have started to result in substantially improved recreation facilities in many of the City's neighborhoods and second, the approaching Bicentennial celebration has emphasized Boston's historic parks and burial grounds in the context of Boston's Bicentennial theme - "The City is the Exhibit."

Work Item 1. Park Inventory

During the program year, a survey was made of Boston's parks and open space areas to determine which were significant as:

1. the site of historic events
2. a notable example of landscape architecture
3. the setting of historically or architecturally notable structures.
4. a special site: commemorating people, events or places (including cemeteries and burial grounds which are significant because of their age, distinctive design features or the presence of graves of important persons).

An evaluation of present use, problems, deficiencies, and anticipated needs was made for each site meeting one or more of the above criteria. Also preliminary estimates of the costs of restoration were prepared, and an investigation made of possible funding sources.

Finally, a priority for capital improvements was assigned to each site, based on one or more of the following criteria:

1. Significance of site (those sites associated with events or outstanding examples of landscape architecture having top priority).
2. Existing and potential tourist interest
3. Existing and potential tourist impact
4. Relationship to other preservation and restoration activities and neighborhood improvement.

Recommended community priorities have been incorporated into the planning process by the community liaison staff of "Boston 200" working with local Bicentennial committees and special interest groups such as local preservation and historic societies.

A capital improvement restoration program for Boston's historic parks and open spaces, and architecturally and historically significant structures has resulted from this effort (See Attachment Z). It has been recommended that the program be staged to permit improvements in conjunction with Bicentennial activities. Recommendations for increased park operating costs during the Bicentennial years have also been prepared.

Work Item 2. Boston Common & the Public Garden

During the program year, a special study was made of the Boston Common, the City's most historically significant open space, and the Public Garden. A rehabilitation study of both of these parks was carried out through consultant contracts (See Attachment AA). Although the consultant work has not been assisted by the 701 Comprehensive Planning Assistance Program, considerable staff effort was expended in the management of the consultant study (See Attachment BB, Boston Common and Public Gardens Study - Proposed Scope of Work) and in the application of the study's recommendations to the city's capital improvements program (See Attachment CC, Recommendations For Capital Improvements Program). BRA staff outlined the scope of the rehabilitation study, reviewed consultant draft reports and recommended revisions.

Based upon the consultants recommendations and cost estimates for total restoration of the parks, BRA staff prepared specific grant proposals for immediate improvements. Applications for that grant assistance were also prepared for submission to HUD and the Department of Interior (See Attachment DD, Application for Assistance - Bureau of Outdoor Recreation, May 1973).

MAJOR WORK PRODUCTS

The Rehabilitation Study of the Boston Common and Public Gardens, prepared by Carol R. Johnson and Associates is included to show the scope of the study managed by BRA. It is not offered as a work product of this Comprehensive Planning Assistance Program. The following materials are submitted as evidence of work completed by BRA staff.

Work Element 1

A Rehabilitation Program for Boston's Park System (unpublished report)

June, 1973

Work Element 2

Boston Common and Public Gardens Study--Proposed Scope of Work

June, 1972

Recommendations for Capital Improvements for Boston Common and Public Gardens, May, 1973

Application for Assistance - Bureau of Outdoor Recreation

May, 1973

CODE 400 - COMMUNITY APPEARANCE AND ENVIRONMENTAL IMPROVEMENTS PLANNING

CODE 400.0 COMMUNITY APPEARANCE AND ENVIRONMENTAL IMPROVEMENTS PLANNING

During the program year the Boston Redevelopment Authority has developed plans and programs in conjunction with the City's Bicentennial activities to improve the social, physical, and natural environment of the City and has evaluated major proposals affecting the City. Specific activities performed have been directed towards better communication of information about important facilities and activities within the City of Boston such as the Bicentennial celebration.

CODE 400.1 COMMUNICATION OF INFORMATION IN THE URBAN ENVIRONMENT

A major objective during the Bicentennial activities has been to increase utilization of the City's public and semi-public facilities. The following activities were undertaken to reach this goal.

1. Information and reception centers have been uniformly planned throughout the City. These centers will introduce visitors to the important aspects of Boston's neighborhoods.
2. First drafts of a "Birthday Book" have been prepared including drawings and designs.
3. A Bicentennial logo has been developed and, through various devices, has been given circulation.
4. A communication and information media plan has been developed to attract visitors to sites and neighborhoods of significance in the City.
5. An inventory of 700 existing traffic control signs (along 10 proposed trails) has been completed. It is anticipated that these signs will be replaced (after approval by the City's Traffic and Parking Department) with assistance of funding from the federal and state governments.

CODE 500 - HISTORIC PRESERVATION PLANNING

CODE 500.0 HISTORIC PRESERVATION PLANNING

In February, 1969, the Boston Landmarks Commission was established by the Mayor and BRA Director as an advisory body to the BRA. The Commission was charged with the development of a comprehensive preservation plan for the entire city to better protect Boston's historic and architecturally important buildings and districts. Two HUD Preservation planning grants (Mass P-147 and Mass P-163) enabled a work program to be developed by the preservation staff of the Authority and the Commission. Under the first- and second-year programs, the Commission developed an official city preservation program with the establishment of a statutory Boston Landmarks Commission empowered to designate sites and districts for architectural regulation.

CODE 500.1 THIRD-YEAR HISTORIC PRESERVATION PLANNING PROGRAM

The Third-Year Historic Preservation Planning work program has adopted the goals of the earlier preservation planning grants and has continued the research and planning elements of the first- and second-year programs. In addition the third-year program has set as its corollary objective the development and maintenance of a continual functional relationship between preservation planning and the city's district planning program. This is to insure that preservation considerations are incorporated into the overall planning process to further the effectiveness of the program.

MAJOR WORK ELEMENTS

Work Item 1. Survey

The research program continues the survey work begun under the earlier preservation planning projects and has turned from a generally broad overview approach to specific, project-oriented topics (see Attachment EE). (Most of the recent survey work completed is reflected in other work elements described below.) For example, a field inventory, photography, map and atlas dating,

and documentary research have been completed for a major portion of the downtown retail core. Historical backgrounds and statements of significance have been completed for a number of buildings potentially threatened by alteration or demolition. In addition, a catalogue of sources of information on Boston buildings demolished in the last fifty years was made in anticipation of future reports and publications.

Work Item 2. Evaluation

During the program year, an evaluation was made of the architectural and historical significance of properties involved in current planning activities or being threatened with destruction. An example of this effort has been the participation of the preservation planning staff in the preparation of master plans for two districts in the city--Dorchester and Downtown (see Attachment HH). The staff has also evaluated the impact of traffic/transportation projects or urban renewal activity on three historic and architecturally significant areas. In response to crisis situations involving threatened demolition, preservation statements were prepared for four buildings of local significance--a 19th Century estate, two 19th Century fire stations, and an 18th Century farmhouse. (See Attachment EE)

Evaluation of survey material has also resulted in the recommendation of four sites and five districts for inclusion in the National Register. Nomination forms were prepared for all of these sites and districts. By June, 1973, all sites had been placed on the National Register.

Work Item 3. Program Preparation

The establishment of an official city preservation agency has been the objective of this work item. (This concept was outlined during the first- and second-year preservation planning projects.) To achieve this objective, the advisory commission and the preservation staff have continued the process of refining the legislation creating a statutory Boston Landmarks Commission

so that the proposed statute might reflect local concerns while remaining an effective implementation tool. The value and functions of the proposed Landmarks Commission have been explained to officials, neighborhood and special interest groups, and individuals in an effort to build a constituency for the enabling legislation. Approaches employed in this effort have included discussions between the Commissioners and interested parties, group discussions, and staff presentations to many of the city's neighborhood organizations' historical and preservation societies. The latter presentation has included a forty-minute narrated slide show to explain the need for a Boston preservation agency, and to develop citizen awareness of Boston's rich physical environment.

In conjunction with the Bicentennial program administered by "Boston 200," a special Bicentennial preservation program was developed which focused both on landmarks of National importance and locally significant areas requiring preservation activity. Under this preservation program, several target areas were identified which have historical and architectural significance, potential tourist interest, and are in need of rehabilitation or restoration work. The exterior restoration requirements of properties in these target areas were also reviewed. Description of the holdings and restoration needs were compiled into brochures intended for use in private and public fund raising (see Attachment FF). For those target areas not already on the National Register, nomination forms were prepared and submitted and preliminary grant requests for National Park Service grants-in-aid were submitted for eligible properties.)

In addition to these activities, the preservation staff has assisted "Boston 200" in developing a night lighting and signing program for significant downtown buildings, and in expanding the Freedom Trail concept to suburban sections of the City to highlight areas of historic interest. (See Attachment II)

MAJOR WORK PRODUCTS

All work products are on file at the Authority's Planning Department, and

are available to all public and private agents. The description of the following reports and maps submitted as evidence of work completed is according to the format established under previous programs, thus, assuring a level of consistency.

Work Item #1: Survey - Spring-Summer, 1973

1. Survey file on downtown (example)
2. Background and Significance paper - Museum of Natural Science and History (Bonwit Teller Bldg.)
3. Lost Boston (Summary)

Work Item #2: Evaluation - Spring-Summer, 1973

1. Master Plans (preservation statements)
 - a. Dorchester
 - b. Downtown - Bedford/West
2. Environmental Impact Statements
 - a. Charlestown Navy Yard
 - b. Kittredge Square
3. Preservation Statements
 - a. Brighton House
 - b. Bussey Institution Bldg.
 - c. Eustis St. Fire Station
4. National Register submissions
 - a. *Broad St./Custom House
 - b. *Eliot Sq., Roxbury
 - c. *South End
 - d. *Highland Park, Roxbury
 - e. Armory of the First Corps of Cadets
 - f. *Blackstone Block
 - g. *Town Hill, Charlestown
 - h. Alvah Kittredge House
 - i. Edward Everett Hale House

*Bicentennial-related

5. Maps

- a. Downtown - Bedford/West
- b. Suburban areas of interest

Work Item #3: Program Preparation, June 1973

1. Boston Landmarks Commission Legislation

- a. Revised legislation as of June 1973
- b. Constituency schedule
- c. Slide show (outline)

2. Bicentennial projects

- a. Brochures on Special Preservation Areas and Sites
- b. Lighting program (summary)
- c. Grants-in-Aid (summary)

APPENDICES

- I. Fostering Equal Opportunity
- II. Eliminating Effects of Past Discrimination
- III. Outstanding Achievements
- IV. HUD Forms - 6720

6722

Final Balance Sheet

APPENDIX I

FOSTERING EQUAL OPPORTUNITY

A number of activities undertaken by the Boston Redevelopment Authority during the program year, have been directed toward fostering equal opportunity in employment, housing and participation in the benefits of Federally assisted programs.

In large part these activities have been generated through the increased emphasis the BRA has placed on providing technical assistance to minority groups in minority neighborhoods in formulating community objectives and priorities. (See Continuing Planning Process Section 101.1). In this connection the District Planning staff has provided technical advice and information to minority group community groups and individuals in virtually every section of the City.

More specifically, the Authority staff has assisted minority groups in the following areas:

1. Roxbury, Dorchester and Mattapan in planning for private and federally assisted projects directed toward commercial and housing improvements along Blue Hill Avenue.
2. Chinatown in planning improvements for the Chinese Business Area.
3. South Boston and Dorchester in studying the impact of the University of Massachusetts on the local housing market particularly as such impacts may affect low income tenants and minorities.

A more complete description of the BRA's general activities to foster equal opportunity is contained in Supplement II of the City of Boston's Application for Recertification of the Workable Program.

APPENDIX II

ELIMINATING EFFECTS OF PAST DISCRIMINATION

The BRA, through its manifold planning and urban renewal activities is constantly refining and implementing its housing work program particularly with respect to eliminating the effects of past discrimination in housing.

In effectuating its renewal program the BRA has long standing policies to insure equal opportunity. These include:

1. Open occupancy provisions in contracts with developers acquiring BRA properties.
2. Open occupancy procedures for relocating families and individuals displaced by urban renewal activities.

A more detailed description of these policies may be found in Supplement II of the City of Boston's Application for Recertification of the Workable Program submitted to HUD in March, 1973.

Another step taken by the BRA this year toward promoting equal opportunity in housing and in eliminating the effects of past discrimination in housing has been to sponsor in cooperation with the HUD Area Office and other local, metropolitan, and state public and private agencies a Fair Housing Week to be held in October of this year. The program for this event is being designed to increase public awareness of the legal and moral responsibility of the community to expand housing opportunities to minority people particularly in areas other than those already containing high concentrations of minorities.

Several new avenues for promoting equal opportunity in housing have been explored during the program year. (See Section 100.3 Community Housing Development Recommendations) These include:

1. Increasing the availability of mortgage credit in areas of the City (including several areas populated by minorities) where mortgages are difficult to obtain.

2. Initiating home improvement credit through a State Loan Insurance Fund.

3. Initiating a Tax Credit Program for Housing Improvements as a way to enable homeowners of modest means to make home improvements necessary to bring their structures up to minimum code standards. A more detailed discussion of this program appears in Appendix III of this report.

4. Correcting inequities in property assessments in areas of the City (many of which are populated by minorities) where property values have declined and assessments have remained unchanged.

APPENDIX III
OUTSTANDING ACHIEVEMENTS

A. Continuing Planning Process (See Code 100.1)

(1) Description

A major undertaking during the program year has been the development of a continuing planning process responsive to needs of Boston's neighborhoods (in conjunction with the Mayor's Office and the Little City Hall Program). This process has afforded District Planners frequent contacts with community leaders and groups and has permitted the staff to increase assistance to the City's neighborhoods.

(2) Impacts

Through the District Planning Program, a comprehensive planning program is underway in each of the fifteen planning districts in the City. Currently, ten planners with support staff are assigned to these districts.

In cooperation with the seventeen Little City Halls, each District Planner has worked closely with community residents including minorities to formulate plans affecting respective neighborhoods and has served as an information resource to community people through periodic meetings for disseminating BRA information, report findings, research, etc.

B. Neighborhood Environment (See Code 100.3.2)

(1) Description

During the program year, a number of studies have been undertaken to evaluate the environmental qualities of the City's neighborhoods. A portion of this effort has focused on "pilot" approaches to determine the environmental quality of residential and commercial areas, and to develop design criteria which can be applied in more than one neighborhood.

(2) Impacts

The BRA's Urban Design Department has identified the land use components of neighborhoods to assist individuals and groups making development decisions. It has also identified community resident and visitor perceptions of the physical environment in the Dorchester section of the City.

C. A Tax Credit Program for Housing Improvements (See Code 100.3.3)

During the program year, the Boston Redevelopment Authority (as part of the "701" program) has worked closely with the City's Assessor's Office and the Housing Inspection Department to establish an innovative tax-incentive program to strongly encourage the upgrading of the existing housing in the City. The program was recently announced by the Mayor. (See attached Newsclips.)

(1) Description

Basically, the tax-incentive program has three provisions:

(a) For 1, 2, or 3 unit owner-occupied structures, a tax credit will be granted to bring the unit(s) up to housing code standard. The amount of the credit is calculated as 10% of the amount spent on the unit up to \$3,000 per unit. For example, a property owner who spends \$9,000 to bring three units up to code will have \$900 subtracted from his tax bill in 1974 or 1975. All property owners wishing to receive such credit must have a professional estimate of the cost, and before the credit is granted the unit must be certified as up to code.

This program will be available city-wide and in the North Allston portion of the city, it will be tied to the Mayor's Housing Improvement Program (HIP), a special program of code enforcement and rehabilitation assistance.

(b) Certain improvements to any residential properties in the City will be able to be made without the property being re-assessed.

A list of the non-reasonable improvements will be widely distributed and publicized, and a copy will go out with the tax bill this fall.

(c) Taxes that have not been paid on certain vacant properties will be waived if the owner spends at least what is owed to upgrade the property.

(2) Impacts

The tax incentive program will have an impact in a number of areas. First, a number of residential properties in the City will be substantially upgraded. 1,200 housing units are found in North Allston where the HIP program will begin experimentally, and city-wide, there are approximately 100,000 units that are eligible for the 10% tax credit. Second, upgrading of particular properties will improve market value and may encourage adjacent and nearby properties to be upgraded. Third, it is hoped that a sense of pride in the upgraded housing will lead to concern for other issues of neighborhood impact - e.g., waste disposal, traffic safety, zoning regulations, etc. And finally, if housing meets code standards, it means that the occupants will be living in a cleaner, healthier, and safer environment than before.

(3) Benefits

It is expected the program will cost the city \$2 million over the 24-month period, and the Boston Redevelopment Authority estimates it will generate improvements totalling \$20 million.

BOSTON HERALD AMERICAN, THURSDAY, AUG. 30, 1973

Mayor Outlines Plan to Give Tax Break for Home Repairs

JANICE ELLIOTT

Mayor White announced yesterday a three-way program to upgrade family housing in Boston and give resident landlords a tax break for making home repairs.

The two-year experimental program will begin in North Allston and will apply to one two and three-family homes which are owner-occupied.

A 10 percent tax credit on repairs up to \$3,000 per dwelling unit will be given for work that corrects violations of the city's housing code.

White said there are about 100,000 one, two and three-family units in the city and estimated that one-third of them had housing code violations of some sort.

HE SPELLED OUT an extensive list of home improvements that can be made without increasing the assessed value of the property and said the Assessing Department is prepared to forgive taxes owed from prior years on some vacant property if the owner spends at least what is owed to make the property habitable again.

"THE FEDERAL HOUSING moratorium coupled with the Nixon Administration's apparent lack of interest in the cities demands that we initiate our own program for preserving our existing housing supply," White said at a press conference.

"In the long run it will be more economical for the City to provide financial incentives for rehabilitation than to demolish property and remove it from the tax rolls," he added.

It is expected the program will cost the city \$2 million over the 24-month period, and the Boston Redevelopment Authority estimates it will generate improvements totalling \$20 million.

One of the keys to the program is acceptance by the banking community and home loan interests which would be putting up the money for the program.

Mayor White said the city had received a commitment from the banking interests six months ago.

The tax credit, up to a maximum of \$300 for a single family house and \$900 for a three-family dwelling, will be based on a professional estimate of the cost of the work, whether performed by a pro-

fessional contractor or the landlord himself.

All work must be completed by Sept. 1, 1975, and the credit claimed against the property tax bill of 1974 or 1975.

White said property tax valuations will not be increased on completion of work done specifically to meet code standards.

"ASSESSMENTS WILL not be raised unless the work results in unjustified rent increases for tenants. The purpose of this drive is to upgrade and improve the city's housing supply and its neighborhoods, not to increase the tax burdens on individual landlords" White said.

Information about the program can be obtained from the Housing Inspection Dept. or any Little City Hall.

Any eligible landlord may request an inspection of his property by the Housing Inspection Department. As part of the experiment, the city will begin, in North Allston, to systematically inspect all one, two, and three-family houses. If successful, the systematic inspections will be extended to other sections of the city.

Mayor's plan for Boston

Incentives offered to repair housing

By Brad Knickerbocker
Staff writer of
The Christian Science Monitor

Boston

Property-tax rebates, forgiveness of back taxes, and the promise of no tax increases are being offered homeowners in Boston as an incentive to rehabilitating the city's housing stock.

The "Mayor's Housing Improvement Program," scheduled to be announced by Mayor Kevin H. White today, is a two-year experimental program that potentially could affect nearly all of Boston's 230,000 housing units.

What program provides

Designed as part of an overall program to bring the city's housing into compliance with the State Sanitary Code, the improvement program includes the following:

- Owners of all the city's housing units are insured that specific inside and outside improvements (including such things as new wiring or plumbing, painting, plastering, or roofing) can be made without fear of an increase in property assessment and tax bills.

If rents are thereby increased "substantially," however, assessments may increase. This will be decided on a case-by-case basis. The Mayor "doesn't want to see rent control interfere with code improvement," one City Hall insider said.

- Owners who live in their own one to three-unit dwellings can make similar repairs and also receive a property-tax credit of 10 percent of repair costs. Ceiling on this offer is \$300 per unit for a total \$900 tax credit per owner.

- In instances of abandonment or substantial deterioration, owners may be forgiven back taxes totally if they reinvest at least the amount of the delinquent taxes in rehabilitation.

Boston Redevelopment Authority officials estimate that nearly one-third the city's housing units need substantial work immediately to meet the state code, including "gut rehab" or repairs costing up to \$3,000.

Most of the remaining 70 percent of city housing needs up to \$1,000 in repairs to fully comply with the code, they say.

Although all of Boston is covered by the program, the Allston section has been chosen for special emphasis. It is here, officials say, that housing units are "not terribly deteriorated [and] rents and incomes are strong enough" to expect program success.

While the housing improvement program has been "in the works" for several months, city officials acknowledge that the threatened withholding of federal urban renewal funds has stimulated implementation.

U.S. approval required

Washington must each year approve the city's "workable program" for urban renewal before federal money is sent out. This year, officials of the U.S. Department of Housing AND Urban Development told Boston a plan for bringing all the city's housing up to code standards had to be worked out or nearly \$5 million would be held up.

Boston's workable program now has been approved and Allston is targeted as the first district to be brought up to standards over the next eight years.

While City Hall officially grumbled at "the feds'" demands, other city housing specialists privately welcomed this impetus to code enforcement.

Cost set at \$2 million

Cost of the pilot project in Allston is expected to be \$80,000 in lost tax revenue. Citywide, officials estimate, the program could cost up to \$2 million for the two-year experiment.

"Rehab specialists," working out of the city's Housing Inspection Department, will be available to help owners determine repair needs, give financial advice, certify completed repairs, and assist in filing for the tax credit.

City officials say local bankers are "very enthusiastic" about the program and foresee the "freeing up" of improvement loans, despite current high lending interest rates.

Boston Globe 8/21/73

Upgrading Hub housing sought

By Ken Hartnett
Globe Staff

Boston Mayor Kevin H. White's administration is readying a new housing code enforcement program that is expected to give resident landlords tax credits for bringing their property up to standard.

The 10 percent tax credit on repairs up to \$3000 per dwelling unit would be a major component of a program that would also include tax forgiveness for owners of abandoned housing if they agreed to put the back taxes into repairs.

The program would also provide an extensive list of home improvements that would be carried out without subjecting the landlord to new and heavier tax assessments.

The assessing and housing inspec-

tion departments, the Office of Public Services and planners from the Boston Redevelopment Authority and the mayor's office are helping shape the program, which should be in final form within the next two weeks.

Officials say the program would be operational immediately after being formally announced, presumably by Mayor White.

City planners long have discussed ways to modify tax policy as an incentive for preserving Boston's existing housing, which is heavily owner occupied.

The spur to adopting a program came from the Federal government, which is insisting that Boston launch a systematic code enforcement program to bring all of the city's 230,000 dwelling units up to standard within eight years.

Officials of the U.S. Department

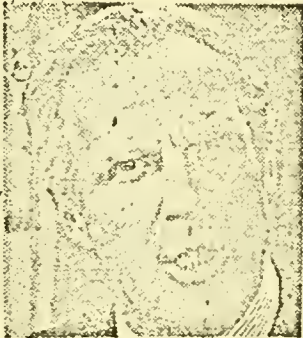
of Housing and Urban Development have informed City Hall that the systematic program must be operational next month or the city could face the loss of over \$5 million in Federal funds.

City officials, however, were reluctant to embark on such a program unless they could be reasonably sure that code enforcement would not impose financial hardship on homeowners.

The program now being readied at City Hall is designed to soften the economic blow while at the same time offering encouragement for property maintenance.

The tax credit provision, which is being introduced as a two-year experiment, would apply only to owner-occupied structures of three units or less.

The Boston Globe,
Aug. 30, 1973
14 The Boston Glo



MAYOR WHITE
... says it'll work

Boston to try housing code experiment

By Ken Hartnett
Globe Staff

Mayor Kevin White announced yesterday the start of an experimental program designed to induce Boston's resident landlords to make their property meet housing code standards.

Under the program, which applies only to structures of one-, two- and three-dwelling units, a resident landlord could deduct \$300 from his bill with \$3000 worth of repairs.

Tax credits will be based on professional estimates of the cost of the work, which must be completed by Sept. 1, 1975.

The credit would be claimed against the property tax bill of 1974 or 1975.

White placed a \$2 million price tag on the program, which he hoped would generate \$20 million in home improvements.

The program also allows for tax forgiveness for owners of vacant housing if they agree to invest the money owed in repairs that would rehabilitate the housing for occupancy.

The mayor expressed confidence that the city's banks would support the program by making home-repair loans.

The city is committed to the US Department of Housing and Urban Development to undertake an eight-year program to bring each of Boston's dwelling units up to code.

The program announced yesterday is designed to give landlords some incentive to make the required repairs.

At the same time, it would afford the landlord's some financial relief when faced with expensive repair bills.

CITY OF BOSTON
OFFICE OF THE MAYOR
CITY HALL

KEVIN H. WHITE
MAYOR

FRANK TIVNAN, JR.
DIRECTOR OF COMMUNICATIONS

FOR RELEASE: WEDNESDAY, AUGUST 29, 1973 at 2:00 P.M.

Mayor Kevin White today announced a city-sponsored incentive program to assist resident landlords financially in upgrading their property.

Key to the two-year experimental program, which is designed to bring one, two, and three-family owner-occupied homes up to housing code standards, is the City's offer of a 10 per cent tax credit on repairs up to \$3,000 per dwelling unit.

In addition to the tax credit, the City is moving on two other fronts to fill the gap created by a \$3 million annual cutback in housing rehabilitation funds under the Community Improvement Program.

The City has spelled out an extensive list of home improvements that can be made without increasing the property's assessed value. The Assessing Department also is prepared to forgive taxes owed from prior years on some vacant property if the owner spends at least what is owed to make the property habitable once again, according to the Mayor.

"The federal housing moratorium coupled with the Nixon Administration's apparent lack of interest in the cities demands that we initiate our own program for preserving our existing housing supply," Mayor White said.

"In the long run, it will be more economical for the City to provide financial incentives for rehabilitation than to demolish property and remove it from the tax rolls," he explained.

The tax credit, up to a maximum of \$300 for a single family home, \$600 for a two-family, and \$900 for a three-family home, will be based on a professional estimate of the cost of the work, whether performed by a contractor of the landlord himself. All work must be completed by September 1, 1975, and the credit claimed against the property tax bill of 1974 or 1975.

(If the resident landlord of a three-family home satisfactorily completes \$9,000 worth of work his property tax bill in 1974 or 1975 will be reduced by \$900.)

The program is expected to cost the City \$2 million over the two-year period, according to estimates by the Boston Redevelopment Authority, and will generate home improvements totaling some \$20 million. There are approximately 100,000 eligible homeowners throughout the city. (Demolition costs the city \$1 million annually.)

The program resulted from a six-month study by the Housing Inspection Department, Assessing Department, and the BRA in anticipation of the federal government's elimination of the successful Community Improvement Program, which provided grants and low-interest loans for rehabilitating sub-standard houses.

Any eligible landlord may request an inspection of his property by the Housing Inspection Department and a professional estimate of what it will cost to bring the property up to code standards. As part of the experiment, the City will begin in North Allston to systematically inspect all one, two, and three-family houses. If successful, the systematic inspections will be extended to other sections of the city.

White said property tax valuations will NOT be increased upon completion of work done specifically to meet code standards.

"Assessments will NOT be raised unless the work results in unjustified rent increases for tenants," he said. "The purpose of this drive is to upgrade and improve the city's housing supply and its neighborhoods, not to increase the tax burden on individual landlords."

Information about the program can be obtained from the Housing Inspection Department or any Little City Hall.

In order to qualify for the tax credit, the following steps must be followed in order:

---An evaluation of work required, specifications and cost estimate must be obtained from a city housing rehabilitation specialist;

---If requested, the specialist will assist in obtaining conventional financing;

---The specialist will determine whether the required work may be performed by the landlord, or whether a private contractor is necessary;

---The specialist will suggest bidding procedures so that the homeowner may obtain the lowest price for required contract work; and,

---When completed, the work must be certified by the City.

####

APPENDIX

Following is a list of improvements which will NOT result in increased assessment:

EXTERIOR: Painting, new siding or shingles; new roof, repairing or replacing porches; removing unused porches, fences, exterior trim; replacing window sash and sills; insulating weather stripping, storm windows and doors; exterior awnings and window shutters; adding or replacing gutter downspouts; repointing, repairing, and replacing exit masonry; repairing or replacing steps; planting lawn shrubs and flowers; landscaping; adding lawn sprinkler systems; replacing dilapidated sheds and garages with parking area; paving near lot parking areas and driveways; adding replacing walls or fences; adding sheds to store garbage and rubbish containers; installing outdoor electric cable and outdoor lights.

INTERIOR: New furnace replacing one of same type; automatic hot water; plaster repairs; painting and wallpapering; new kitchen cabinets and counters; added closets or other built-ins; new ceilings and wall surfacing; added built-in vent fans; modernizing wiring including additional electrical outlets; new light fixtures; new plumbing to replace same type.

###

D. Boston 200 (See Code 200)

(1) Description

a. A comprehensive report on Visitor Projection during the Bicentennial Celebration has been prepared as an in-house guide to provide interested parties with a comprehensive and detailed view of visitor impact in Boston during the Bicentennial years.

b. A 150-page transportation and traffic plan has been developed which details inter-relationships of routes and public transportation methods available. It further proposes the establishment of "Gateway Centers," to alleviate heavy private vehicular traffic into the City.

c. A preliminary draft of a Master Plan for Boston's Bicentennial has been completed. The Master Plan includes project descriptions, sponsoring organizations and cost breakdown for implementation of the goals set forth in this plan.

d. An evaluation system for proposals has been established including the formulation of a proposal Review Board to evaluate the selection, participation, and licensing of non-profit corporations in the program.

e. A Management Information System has been organized and is currently being utilized. The system consists of several components such as Financial Reporting, Events Scheduling and Project Management.

f. A major program, "Citygame", has been developed, which has entailed various historic, cultural, and educational institutions in the formulation of over fifteen new Freedom-type Trails to show off the rich heritage of Boston. A program of historic markers to identify crucial buildings and sites is being developed.

g. An integrated "Calendar" to collect data on all events of historic, cultural, and educational importance has been implemented. This calendar will be made available to the general public and will be used to encourage appropriate scheduling by all institutions.

(2) Impacts

It is anticipated that by the Bicentennial year (1975-1976) the Boston 200 Program will have met its twofold goal of directing attention to what already exists in Boston and of significantly improving and expanding these resources so that the good life will become accessible to even greater numbers of people.

E. Olmsted Park System (See Code 300.1)

(1) Description

During the program year, a plan and program was developed for restoration of Boston's historic Olmsted Park System, which can be initiated and substantially implemented through existing funding programs for open space and capital improvements.

(2) Impacts

A resulting benefit from this effort has been the establishment of better communications and joint work programs (for the Olmsted Park System and other open space resources in the City) between the Boston Redevelopment Authority, the City's Parks and Recreation Department and the Boston Conservation Commission.

APPENDIX IV

HUD FORMS

- A. HUD Form 6720 - Requisition for Urban Planning Grant Payment was previously submitted to HUD on 7/18/73.
- B. HUD Form 6722 - Certification of Project Completion and of Project Cost is attached.
- C. Final Balance Sheet as of 8/31/73 is attached.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
COMPREHENSIVE PLANNING ASSISTANCE PROGRAM

CERTIFICATE OF PROJECT COMPLETION
AND OF PROJECT COST

NAME OF PLANNING AGENCY

Boston Redevelopment Authority
City Hall
Boston, Massachusetts 02201

PROJECT NUMBER

CPAMA 01061025-A

CONTRACT NUMBER

CPA-MA-01-06-1025

INSTRUCTIONS: Prepare original and 5 copies for HUD.

SECTION A. FINAL STATEMENT OF PROJECT COST

LINE NO.	COST CLASSIFICATION (a)	PAID COSTS		UNPAID COSTS		TOTAL COSTS (Column) (b + c + d + e) (f)	TO BE FILLED IN BY HUD
		2/3 GRANT (b)	3/4 GRANT (c)	2/3 GRANT (d)	3/4 GRANT (e)		APPROVED TOTAL COSTS: (g)
1	Staff Salaries		492,413			492,413	\$
2	Services by Other Public Agencies		0			0	
3	Consultant Services		10,000			10,000	
4	Overhead Cost		57,280			57,280	
5	Project Inspec- tion Fee		2,814			2,814	
6	TOTAL PRO- JECT COST		562,507			562,507	\$

SECTION B. COMPUTATION OF BALANCE OF COMPREHENSIVE PLANNING GRANT

LINE NO.	DESCRIPTION	TO BE COMPLETED BY	
		PLANNING AGENCY	HUD
		AMOUNT	APPROVED AMOUNT
7	Maximum Federal Comprehensive Planning Grant provided in Comprehensive Planning Grant Contract	\$ 350,000	\$
8	2/3 Total Project cost shown on Line 6 Cols. (b-d) \$ 375,005 3/4 Total Project cost shown on Line 6 Cols. (c-e) \$	375,005	
9	Total Federal Comprehensive Planning Grant payable (Enter here the lesser of the two amounts on Lines 7 and 8)	350,000	
10	Less: Comprehensive Planning Grant payments made	a/ 268,865	a/
11	Equals: Balance of Comprehensive Planning Grant payable (Line 9 minus 10)	a/ 81,135	a/
12	Undisbursed Comprehensive Planning Grant authority to be canceled (Line 7 minus 9)	0	
13	Total non-Federal contributions (cash and services) received to date of this Certificate (Must not be less than Line 6(f) minus 9)	\$ 175,000	\$

a/ If Line 10 exceeds Line 9 enter the amount of such excess on Line 11 as a negative amount. This amount shall be repaid by the Planning Agency to the Government in accordance with the Comprehensive Planning Contract.

SECTION C. CERTIFICATE OF PLANNING AGENCY

1. IS HEREBY CERTIFIED that the Project identified above has been fully and satisfactorily completed in accordance with the Comprehensive Planning Grant Contract identified above, and that the total cost of the Project is as shown above on Line 6, Column (f).

August 21, 1973

Date

Boston Redevelopment Authority

Name of Planning Agency

Robert T. Kenney

Signature of Authorized Officer

Director

Title

SECTION D. APPROVAL OF HUD

I have reviewed the foregoing Certificate of Project Completion and of Project Cost and have determined, for the purposes of and on the basis of provisions of the Comprehensive Planning Grant Contract identified above and on the basis of approvals heretofore given by or on behalf of the Secretary of Housing and Urban Development pursuant to said Contract, (a) that the Project covered by said Contract has been fully completed in accordance therewith; and (b) that the Project cost and the amounts approved by HUD to be eligible for inclusion in such cost, as set forth in said Certificate, are, to the best of my knowledge, true and correct.

Therefore, I hereby approve said Certificate as the basis for final payment on account of the Comprehensive Planning Grant for said Project

Date

Signature

Title

Office

SECTION E. EXPLANATION OF ANY DIFFERENCES BETWEEN AMOUNTS SUBMITTED
BY THE PLANNING AGENCY AND AMOUNTS APPROVED BY HUD

(Continue on reverse side if more space is needed)

SECTION F. ALLOCATION AND CONTRACT DECREASE

Cancellation of the undisbursed contract commitment and related allocation of \$ _____ has been recorded on Form HUD-200.20, *Project Planning Grant Record*, by entries dated _____.

For HUD Regional Accounting Division

BOSTON REDEVELOPMENT AUTHORITY

COMPREHENSIVE PLANNING ASSISTANCE PROGRAM MA 01/06/1025

BALANCE SHEET AS OF AUGUST 31, 1973

ASSETS

CURRENT ASSETS

Cash - Capitol Bank & Trust Company \$ 45,568.26

Accounts Receivable:

City of Boston Planning Account 10,000.00

* PROJECT COSTS 594,627.81

TOTAL ASSETS \$640,196.07

LIABILITIES AND CAPITAL

CURRENT LIABILITIES

Accounts Payable:

Revolving Fund \$206,331.07

CAPITAL

Local Cash Grants-In-Aid \$175,000.00

Federal Capital Grant 268,865.00 443,865.00

TOTAL LIABILITIES AND CAPITAL \$650,196.07

* Project Costs increased over previous statements by \$32,120.81, this represents CPA share of indirect overhead pro-ration placed on books of record during August '73.

Certified Correct

George P. Niles
Budget Officer

7865 001

BOSTON PUBLIC LIBRARY



3 9999 06315 201 9

